

Core Question 3: Is the organization effective and well run?

The Governance and Leadership Performance Framework, outlined in Core Question 3, gauges the academic and operational leadership of schools. Core Question 3 consists of five indicators designed to measure schools on how well their school administration and board of directors comply with the terms of their charter agreement, applicable laws, and authorizer expectations.

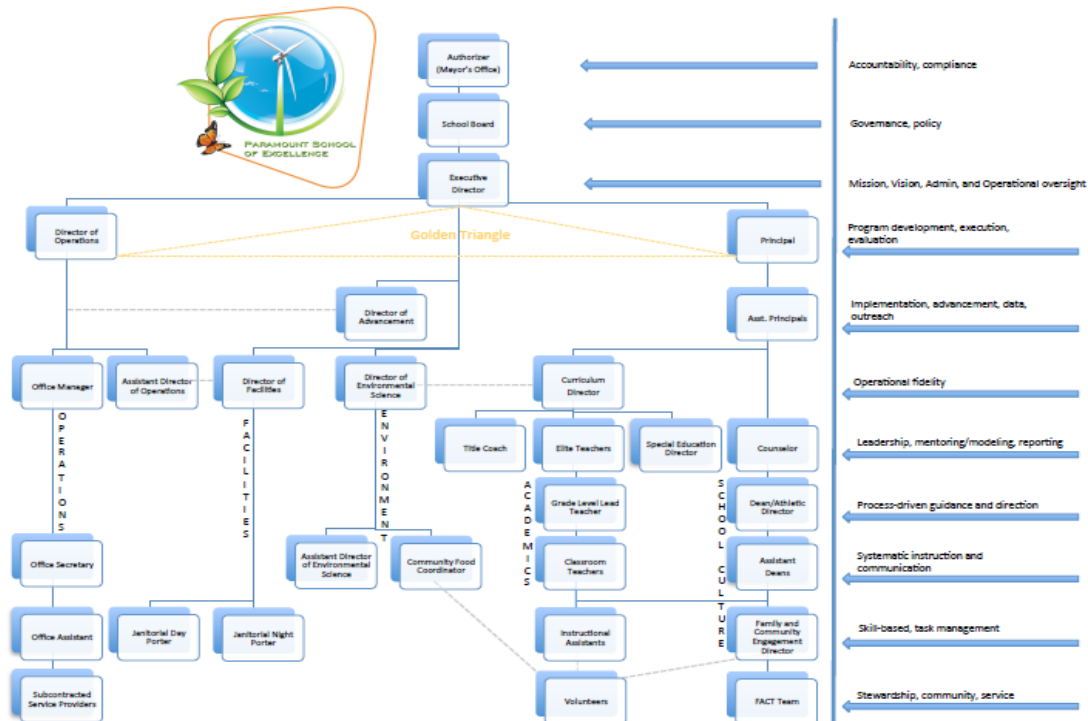
3.1. Is the school leader strong in his or her academic and organizational leadership?							
Indicator Targets	Does not meet standard	The school leader presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.					
	Approaching standard	The school leader presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.					
	Meets standard	The school leader complies with and presents no concerns in the sub-indicators below.					
	Exceeds standard	The school leader consistently and effectively complies with and presents no concerns in the sub-indicators below.					
3.1 Rating	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
	AS	AS	MS	ES	ES	ES	
Sub-indicator Ratings	Sub-indicators						Rating
	Demonstration of sufficient academic and leadership experience						ES
	Leadership stability in key administrative positions						MS
	Communication with internal and external stakeholders						ES
	Clarity of roles among schools and staff						ES
	Engagement in a continuous process of improvement and establishment of systems for addressing areas of deficiency in a timely manner						ES
	Consistency in providing information to and consulting with the schools' board of directors						MS

During the 2015-2016 school year, the school leadership team at Paramount School of Excellence (PSOE) exhibited exceptional academic and operational expertise. The school leadership team is comprised of an Executive Director (ED), Director of Operations (DO), Director of Advancement (DA), Director of Environmental Education (DEE), Director of Facilities (DF) and Principal. Roles and responsibilities are clearly delineated with the ED maintaining general oversight to monitor overall school performance. Most key administrative positions have been stable from year to year, and PSOE has also supported an internal pipeline for advancement, giving its highly effective employees roles of increasing responsibility. Although the school maintains good standing in terms of its financial health, it has struggled to retain highly qualified back office

accounting support, an area it intends to correct by bringing all accounting services in-house during the 2016-2017 school year.

The leadership team consistently communicated with internal and external stakeholders, including the school staff, board of directors, Board Chair, Mayor's Office (OEI), and community organizations and partners. The school leadership team has worked over the past several years to build several meaningful relationships within the community. Among other commitments, the executive director serves as the Vice President of the NESCO neighborhood association, and is an active member of the steering committee for Enroll Indy. PSOE's principal actively sought out opportunities to collaborate with other schools, and promoted increasing parent engagement and home visit opportunities. Additionally, the Principal organized regular professional development sessions for school staff that were optional, yet highly attended. On the development side, PSOE's DA expanded partnerships to include Yelp, Simon, Whole Foods, Slow Food Indy, and The Mind Trust, among others. Furthermore, the school partnered with Community Health Network to launch the first ever annual TURN festival in September 2015, an educational event focused on urban farming, food, the environment and health that is now planned as an annual event.

Organizational Chart



Over the last few years, the school leadership team has engaged in an intensive and focused process of school improvement. They have implemented extensive data analysis systems to identify student strengths and needs, incorporated regular classroom observations to provide instructional feedback, iterated on and executed a wide range of parent and family engagement efforts, and have developed a robust assortment of clubs, programs, and extracurricular activities for students to directly apply their knowledge in engaging and relevant ways. Although there were often many initiatives occurring at once, the leadership team was able to maintain focus on student achievement.

A thorough report was provided to the board at every meeting that included sections on multiple measures of school performance. Information was consistently accurate, relevant, and timely. Due to the consistently

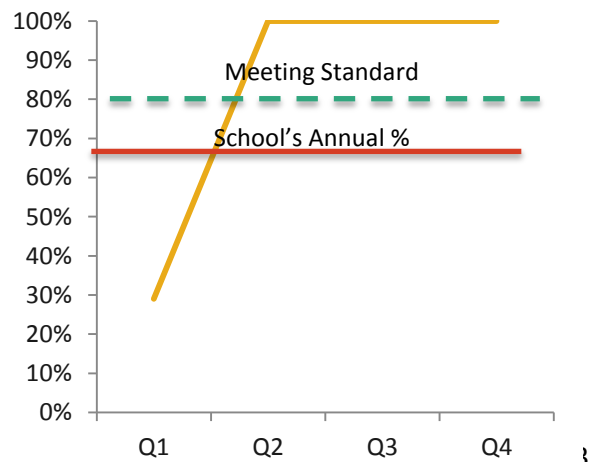
exceptional operational and academic leadership of PSOE, the school receives an **Exceeds Standard** for this indicator.

3.2. Does the school satisfactorily comply with all its organizational structure and governance obligations?							
Indicator Targets	Does not meet standard	The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.					
	Approaching standard	The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.					
	Meets standard	The school complies with and presents no concerns in the sub-indicators below.					
	Exceeds standard	The school consistently and effectively complies with and presents no concerns in the sub-indicators below.					
3.2 Rating	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
	MS	MS	ES	MS	AS	AS	
Sub-indicator Ratings	Sub-indicators						Rating
	Submission of all required compliance documentation in a timely manner as set forth by the Mayor's Office, including but not limited to: meeting minutes and schedules, board member information, compliance reports and employee documentation						DNMS
	Compliance with the terms of its charter, including amendments, school policies and regulations, and applicable federal and state laws						MS
	Proactive and productive collaboration with its board and/or management organization (if applicable) in meeting governance obligations						MS
	Active participation in scheduled meetings with OEI, including the submission of required documentation by deadlines						MS

During the 2015-2016 school year, the Director of Operations was primarily responsible for submitting compliance documents to the Mayor's Office (OEI) and the Indiana Department of Education (IDOE). While the DO worked to ensure all compliance documents and reports, such as employee spreadsheets, board meeting minutes, and quarterly reports, were submitted, there were occasions when they were submitted after the deadline.

PSOE maintained compliance with all material sections of its charter and submitted amendments as necessary. The school leadership team was consistently engaged in meetings with OEI and maintained frequent communication with OEI

On-Time Compliance Reporting Percentage (3.2a)



between scheduled meetings. For these reasons, PSOE receives an **Approaching Standard** for compliance obligations.

3.3. Is the school's board active, knowledgeable, and does it abide by appropriate policies, systems, and processes in its oversight?							
Indicator Targets	Does not meet standard			The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.			
	Approaching standard			The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.			
	Meets standard			The school complies with and presents no concerns in the sub-indicators below.			
	Exceeds standard			The school consistently and effectively complies with and presents no concerns in the sub-indicators below.			
3.3 Rating	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
	AS	AS	MS	MS	MS	MS	
Sub-indicator Ratings	Sub-indicators						Rating
	Timely communication of organizational, leadership, academic, fiscal, or facility deficiencies to the Mayor's Office; or when the school's management company (if applicable) fails to meet its obligations as set forth in the charter						MS
	Clear understanding of the mission and vision of the school						ES
	Adherence to board policies and procedures, including those established in the by-laws, and revision of policies and procedures, as necessary						MS
	Recruitment and selection of members that are knowledgeable, represent diverse skill sets, and act in the best interest of the school and establishment of systems for member orientation and training						MS
	Effective and transparent management of conflicts of interest						MS
	Collaboration with school leadership that is fair, timely, consistent, and transparent in handling complaints or concerns						MS
	Adherence to its charter agreement as it pertains to governance structure						MS
	Holding of all meetings in accordance with Indiana Open Door Law						MS

The board of directors at PSOE is active, experienced, and provides effective governance and oversight for the school. The board is comprised of individuals with experience in fundraising, education, finance, the law, project management, and leadership development.

A review of meeting minutes and notes demonstrates the board's clear commitment to the school's mission to "inspire learning through an unparalleled academic approach". Along with regular oversight of the school's academic and financial performance, board members regularly engaged in thoughtful discussion around the long-term growth and sustainability of the school, its interaction with the community, and how best to holistically serve the needs of students.

Skill Sets Represented on Board

Fundraising



Education



Finance



Legal



Project
Management



Board Overview

Paramount School of Excellence, Inc. holds the charter for Paramount School of Excellence.

7

Members

majority

**# Required for
Quorum**

The PSOE board meets monthly.

Paramount School of Excellence is the only school operated by the board. Currently, it does not contract out with a Charter Management Organization or an Education Service Provider.

The Board Chair and School Director maintained consistent communication with one another and the Mayor's Office (OEI). They both were proactive in providing to OEI up to date and transparent information about school performance, concerns, and future plans throughout the course of the year.

Regarding governance operations, the board maintained proper oversight of its bylaws and appropriately handled conflicts of interest when they were disclosed. Board meetings were held monthly, occurred as scheduled, and abided by Indiana Open Door Law. During the 2015-16 school year, although the board regularly met quorum, four directors rolled off, and one new director joined, leaving the school out of compliance with its bylaws dictating the number of directors. By January 2016, the board chair had recruited two new board members with expertise in accounting and the law, thus achieving compliance

with the school's bylaws.

Due to consistent leadership and stewardship of the board of directors, PSOE received a rating of **Meets Standard** for board governance.

3.4. Does the school's board work to foster a school environment that is viable and effective?							
Indicator Targets	Does not meet standard		The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.				
	Approaching standard		The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.				
	Meets standard		The school complies with and presents no concerns in the sub-indicators below.				
	Exceeds standard		The school consistently and effectively complies with and presents no concerns in the sub-indicators below.				
3.4 Rating	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
	n/a	n/a	n/a	AS	AS	MS	
Sub-indicator Ratings	Sub-indicators						Rating
	Regular communication with school leadership and/or its management company						ES
	Annual utilization of a performance based evaluation to assess its own performance, that of the school leader, and management organization (if applicable)						AS
	Collaboration with the school leader to establish clear objectives, priorities, and goals						MS
	Interaction with school leader that is conducive to the success of the school, including requesting and disseminating information in a timely manner, providing continuous and constructive feedback, and engaging the school leader in school improvement plans						ES

The PSOE board held monthly meetings at which all stakeholders, including the school leadership team and relevant staff members, provided updated reports. Between meetings, the Board Chair met regularly with the Executive Director to offer additional feedback, guidance, and support.

For the 2015-16 school year, the board provided a clear and thorough evaluation of the Executive Director that is aligned to the mission and goals of PSOE. Expectations, goals, and priorities are clearly delineated in the evaluation tool, allowing for formative reflection and discussions throughout the year to monitor and gauge effectiveness. Additionally, the board uses several methods to formally and informally assess its own performance. It holds an annual retreat each year to formally reflect on its strategic plans, goals, and priorities. However, the board still did not have a formal self-evaluation tool in place by the end of the 2015-16 school year. Informally, the Academic Excellence and Finance & Development committees were tasked with clear goals, which were monitored at each full board meeting. Due, in part, to these methods of assessing

performance, the PSoE board and leadership team have consistently increased their effectiveness and improved outcomes for students.

The board and school leadership team appeared to have positive and collaborative working relationships. All observed meetings and communications were respectful and supportive, indicating a shared commitment to the school's mission. The board chair and board members consistently praised the school leader and staff for a job well done, and asked for context when needed during the school leader's academic and operations reports. For these reasons, PSoE receives a rating of Meets Standard for school and board environment.

3.5. Does the school comply with applicable laws, regulations, and provisions of the charter agreement relating to the safety and security of the facility?							
Indicator Targets	Does not meet standard		The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.				
	Approaching standard		The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.				
	Meets standard		The school complies with and presents no concerns in the sub-indicators below.				
	Exceeds standard		The school consistently and effectively complies with and presents no concerns in the sub-indicators below.				
3.5 Rating	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
	MS	MS	MS	MS	MS	MS	
Sub-indicator Ratings	Sub-indicators						Rating
	Health and safety code requirements						MS
	Facility accessibility						MS
	Updated safety and emergency management plans						MS
	A facility that is well suited to meet the curricular and social needs of the students, faculty, and members of the community						ES

During the 2015-16 school year, PSoE's facility met all health and safety code requirements and provided a safe environment conducive to learning. The facility's design, size, maintenance, security, equipment and furniture were all adequate to meet the school's needs. With a focus on environmental education, the numerous "Discovery Zones" and elaborate outdoor education space significantly contributes to the overall student experience. The school was accessible to all, including people with physical disabilities. The Mayor's

Office monitoring of PSOE's compliance with health and safety code requirements did not reveal any significant concerns related to these obligations. Accordingly, the school receives a **Meets Standard** for this indicator for 2015-16.

3.6. Is the school meeting its school-specific non-academic goals?							
Indicator Targets	Does not meet standard	The school does not meet standard on either school-specific non-academic goal.					
	Approaching standard	School is 1) approaching standard on one school-specific non-academic goal, while not meeting standard on the second goal, 2) approaching standard on both school-specific non-academic goals, OR 3) meeting standard on one school-specific non-academic goal, while approaching standard on the second goal.					
	Meets standard	School is 1) meeting standard on both school-specific non-academic goals, OR 2) meeting standard on one school-specific non-academic goal while exceeding standard on the second goal.					
	Exceeds standard	School is exceeding standard on both school-specific non-academic goals					
3.6 Rating	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
	N/A	N/A	N/A	N/A	ES	ES	
Sub-indicator Ratings	Sub-indicators						Rating
	PSOE Will Increase Annual Teacher (excluding E-Core) Retention to 75% (or Higher)						ES
	75% of PSOE Staff Will Attend Three (minimum) Community Events Each School Year						ES

Each year, Mayor-sponsored charter schools set two non-academic goals that are aligned to or support the school's unique mission. All data for school-specific goals is self-reported by the individual school.

In 2015-16, PSOE set its first goal around annual teacher retention. The school reports that 80% of teachers were retained and therefore receive an **Exceeds Standard** on its first goal.

PSOE set its second goal around teacher attendance at community events. The school reports that all 30 teachers attended three or more community events as monitored by administration through community event sign-in sheets, and therefore the school receive an **Exceeds Standard** on its second goal.

Overall, PSOE receives an **Exceeds Standard** on this section of the OEI performance framework.